



Gender pay gap report 2019

What is the gender pay gap?



The gender pay gap measures **the difference in the average hourly earnings of men and women** within the organisation. This is different from equal pay, which is the pay difference between men and women who do equal work.



All **jobs are evaluated using a recognised evaluation scheme** to make sure we **measure the value of every role** in a consistent way and **pay equally** for work of equal value.



As a company with 250 or more employees, **we're required under the Equality Act to display the gap** in salaries between men and women. We submit our data to the Government and it's also **available on our website**.



This report shows **the mean average and the median of data**. The mean average is calculated by totalling all salaries and dividing by the number of employees. The median is the middle salary from all employees salaries.

Summary of report



The Citizens Advice **median gender pay gap for 2019 is 18%, a decrease of 4 percentage points** from 2018. It's slightly above the national median of 17.3%.

Breakdown of employee groups



Whilst our **overall workforce is 68% women to 32% men**, the business unit providing **direct client services is 85% women and 15% men**.




Almost all of the roles in the direct client services unit are **operational, front line delivery** or **administration** and are **locally-based** across England and Wales.

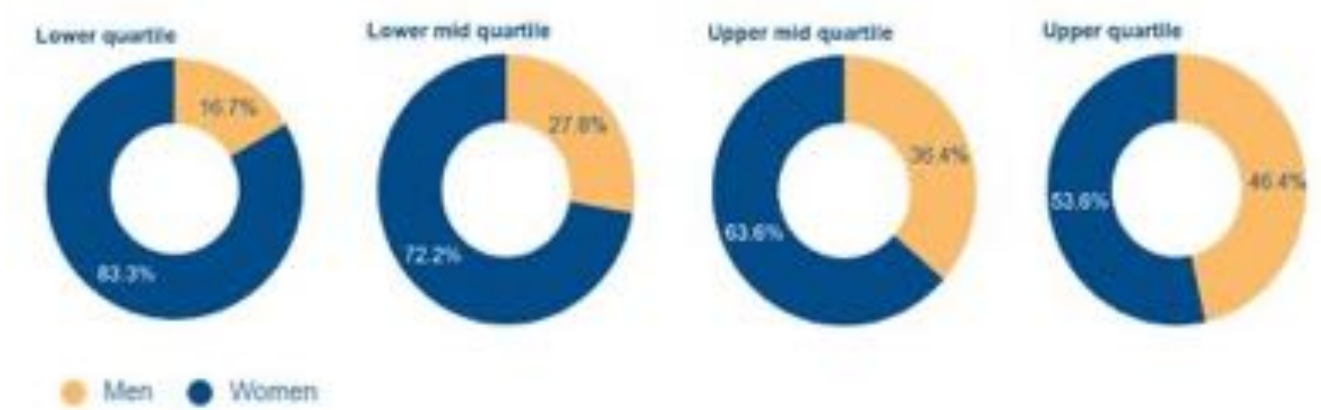
In the table below, we can see the difference this makes in our gender pay gap.

Group of employees	Mean pay gap	Median pay gap
All staff	16.8%	18%
Staff excluding direct client delivery	9.5%	6.9%
Direct client delivery unit	4.7%	0%

Proportion of men and women in each pay quartile

The charts below show the **distribution of our workforce across four quartiles**.


 This data highlights that the **number of women represented in each pay quartile decreases as we move up each quartile**, from the lowest to the highest.



Progress

The table below shows the progress we've made to close the gender pay gap, over the past few years.

Year of analysis	Mean pay gap	Median pay gap
Citizens Advice gender pay gap 2019	16.8%	18%
Citizens Advice gender pay gap 2018	17.6%	22.1%
Citizens Advice gender pay gap 2017	17.5%	23.9%

 Bonuses received by staff are part of the gender pay gap reporting. Citizens Advice have not paid bonuses, therefore **the bonus gender pay gap is null** and there are no figures relating to this.

What we're doing to address the gender pay gap

We've made progress and we're committed to improving our gender pay gap further. We've identified 5 actions to help us achieve this, some of which are continuing actions that are already producing positive results.



- ① Continue to **invest in and prioritise our equality, diversity and inclusion (EDI) goals**, ensure they're an integral part of our 3 year strategic framework (Future of Advice). This includes **implementing a progressive pay approach** in the annual pay award.
- ② **Attract more women into technology and digital roles**. Our gender split has improved from 77% men to 23% women (2018) to 61% men and 39% women (2019) as we grow our digital team, recruiting female leaders into these teams.
- ③ **Review our interview processes** to include practical tasks/presentations for all roles, providing candidates with a better opportunity to demonstrate relevant skills and knowledge for the role. This can support women returning to work and provide better promotion opportunities.
- ④ We already offer a wide range of **flexible working options**. We'll review these benefits and our employee engagement offer to ensure we have a compelling, competitive and family friendly offer.
- ⑤ Identify and offer opportunities for **leadership development programme courses for women**, utilising our apprenticeship levy to build confidence to work at more senior levels.

A handwritten signature in black ink that reads "Alistair Cromwell".

Alistair Cromwell

Chief Operating Officer

April 2020